Final evaluation of Tushiriki Wote
Building peace through women’s economic empowerment and participation

1. Context

<table>
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<th>Summary of the project</th>
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<tr>
<td><strong>Project title</strong></td>
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<td><strong>Project location</strong></td>
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<tr>
<td><strong>Project duration</strong></td>
</tr>
<tr>
<td><strong>Donor</strong></td>
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<td><strong>Project budget</strong></td>
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*International Alert* is an independent, non-governmental peacebuilding organisation. We work with people who are directly affected by violent conflict to improve their prospects of peace. And we seek to influence the policies and ways of working of governments, international organisations like the UN and multinational companies, to reduce conflict risk and increase the prospects of peace. More details can be found in the website: [www.international-alert.org](http://www.international-alert.org).

International Alert has been implementing the *Tushiriki Wote* project since August 2014, in partnership with fourteen civil society actors in the Democratic Republic of Congo, Rwanda and Burundi.

The key problem the project sought to address is women’s economic vulnerability and their exclusion from decision-making at all levels (from individual, to household, to community, up to the provincial, national and regional levels), as main obstacles for peace in the country and in the region.

The specific objective of the project was to promote women’s civic, political and economic empowerment through knowledge, networking and advocacy in eastern DRC and in the Great Lakes region of Africa. Empowering women as economic, political and social actors will lead to more representative institutions, hence a more inclusive Congolese state and a more sustainable peaceful coexistence in DRC and in the Great Lakes region of Africa.
In order to achieve this objective, the project has capitalised on a series of well-tested intervention strategies: strengthening knowledge and dialogue; networking and coordination; as well as research and advocacy. The combined effect of these intervention strategies was intended to lead to the four expected results of this project:

**R1. Target groups in North and South Kivu and cross-border areas are more gender equitable and inclusive by the end of the project.** The first expected result focused on addressing the socio-cultural norms that place men in a position of power over women, giving them control over decisions and assets in the household and in the community. The project worked in a number of territories in North and South Kivu with male and female community members and with university students; and with women cross border traders from DRC, Rwanda and Burundi and their families to challenge traditional gender roles and stereotypes and discuss strategies around increasing women’s decision-making power.

**R2. Target women in North and South Kivu and cross-border areas have access to more economic resources and the skills to use them by the end of the project.** The second expected result sought to improve women’s economic conditions by facilitating their access to economic opportunities (including improving traders’ knowledge of, access to and management of credit), strengthening trader confidence and ability to seek control over economic benefits; working with border agencies and (provincial and national) ministries to improve trader security and fair treatment at the border; and supporting their advocacy initiatives. To achieve this, Alert worked with women traders, traders’ cooperatives, micro-finance institutions and customs and border officials.

**R3. The participation of women in civic and political life in North and South Kivu and cross-border areas has increased and is more effective by the end of the project.** Alert worked with women members of the community dialogue groups and with women small-scale cross-border traders to support them to learn to read and write, allowing them to play a more active role in taking decisions in their communities. We also worked with people already in leadership positions in local, provincial or national institutions or mechanisms to increase their sensibility towards gender issues and good governance. In addition, we worked with young women members of the student dialogue groups to increase their leadership skills. This result also aimed to support civil society organisations and citizens (members of dialogue groups, students, etc.) as right holders, so that they were better placed to hold the Congolese government accountable for commitments to gender equality.

**R4. Increased trust and improved collaboration on women’s economic empowerment and participation in DRC and across the Great Lakes region by the end of the project.** The women’s movement in DRC and regionally is poorly organised and there are considerable differences between women on the basis of class, ethnicity, geographic origin and education. The project aimed to strengthen existing coordinating mechanisms and provide spaces for dialogue at provincial, national and regional level, to reflect and address divisions within the movement. The project also strengthened women traders associations and cooperatives, and linked them nationally and regionally.

The target groups (direct beneficiaries)¹ of Tushiriki Wote were the following:

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¹Please note that the actual number of beneficiaries mentioned here corresponds to the activities of the third year of project implementation. Numbers might have changed slightly during year 4 and will be confirmed before the start of the consultancy.
Community members in North and South Kivu (60% women, 40% men, of which 20% will be young people from 18 to 30 years old). The 34 community dialogue groups have between 25 to 30 participants (with a total of 983 people). They are distributed in several territories across North and South Kivu, and have representation of different ethnic groups.

Students at several universities and colleges in Bukavu, Uvira, Beni and Goma (from 18 to 25 years old, with 60% young women and 40% young men). The 14 student dialogue groups have from 25 to 30 participants (with a total of 350 people).

600 women small-scale cross-border traders from border areas of North and South Kivu, Rwanda, and Burundi (Uvira-Gatumba, Goma-Gisenyi and Bukavu-Cyangugu).

37 traders’ associations and 5 cooperatives from border areas of North and South Kivu, Rwanda and Burundi.

278 officials from the following border services DGM, OCC, DGDA, Hygiene Department and Border Police (and the equivalent institutions in Rwanda and Burundi), present at the borders of Uvira-Gatumba, Goma-Gisenyi and Bukavu-Cyangugu.

199 women political candidates in DRC; 24 women and 10 men members of political parties in DRC.

Civil society organisations working on women’s economic empowerment and participation in eastern DRC, Kinshasa, Rwanda and Burundi (14 organisations in a direct way, and more than 160 indirectly).

175 men and spouses of cross border traders from Rwanda and Burundi and members of the dialogue groups in Rubavu, Rusizi and Gatumba.

90 men and spouses of cross border traders from DRC and members of the spouse clubs in Goma, Bukavu and Uvira.

2. Purpose of the final evaluation

In July 2018, the Tushiriki Wote project will come to a close. Alert would like to conduct a final evaluation of the project to determine the quantitative and qualitative results of the project over the four years during which it has been implemented against the project’s key indicators, baseline and mid-term evaluation data. Overall, the final evaluation will assess the impact of the project and its contribution to strengthening the civic, political and economic empowerment of women in eastern DRC and the wider Great Lakes region.

Evaluation criteria and key questions:

Relevance

- To what extent are the objective and results of the project still valid in relation to the context and to the main stakeholders involved?
- Were the activities consistent with the overall objective and results?

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2 Direction Générale de Migration (DGM, Department of Migration)
3 Office Congolais de Contrôle (OCC, Export Control Agency)
4 Direction Générale des Douanes et Accises (DGDA, Customs and Excise Authority)
5 Direction de la Quarantaine internationale
6 Taken from http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm
• Are there any major risks that were not taken into account by the project team?
• Was the choice of partners relevant in relation to project activities?
• To what extent was the approach of the project relevant to the context?
• To what extent was the project aligned with other INGO, government and UN priorities on gender in DRC and the Great Lakes region?

**Effectiveness**
• To what extent have the results/objective been achieved by the end of the project? What are the major factors that have influenced their achievement or non-achievement?
• In what ways have the activities contributed/ not contributed to the achievement of results?
• What was the quality and efficiency of the approaches and methodologies adopted and used in the project? What links can be made between these approaches and the results achieved in the project?
• What was the added value of project strategies?
• Have there been any results achieved beyond the ones included in the logical framework?

**Efficiency**
• Were the activities cost-efficient?
• Were work plans developed and adapted according to the project needs?
• Was the project implemented in the most efficient way compared to alternatives?
• Were the resources (finance, human, administrative) sufficient and appropriate for efficient project implementation?

**Impact**
• Assess the impact of the project at the household, community, provincial, national and regional level
• What happened as a result of the project?
• What real difference have the activities made to the beneficiaries?
• Were there any unintended consequences?
• Were there any changes in policies, legislation, and practices around the main themes of the project?

**Sustainability**
• To what extent could the benefits of the project continue after donor funding ceased?
• To what extent was the approach of the project seen to be credible by direct and indirect beneficiaries?
• To what extent are the traders’ associations/cooperatives accompanied by the project likely to be sustainable now that the project has come to a close?

• To what extent are the changes on gender dynamics within project beneficiaries (members of the different dialogue groups and husband clubs) sustainable now that the project has come to a close?

**Partnerships and Cooperation**

• To what extent have external collaboration and partnerships been sought and established? To what extent have synergies been created?

• How effective and efficient has the partnership between the core project team and the project partners been?

• What was the level of integration and participation of partners and beneficiaries in the implementation of the project and achievement of the results?

• To what extent have the partners learned from and exchanged with each other?

**3. Methodology and scope of work**

The study design and methodology proposed by the consultant will be discussed and agreed with the project team and with the implementing partners at the beginning of the consultancy. The consultant will use different data collecting methods: desk review, direct observation during field visits, quantitative survey, interviews, focus group discussions and case studies.

The questionnaires for the quantitative survey already exist as they were used for the baseline and mid-term evaluation. However, they will need to be revised and tested before the start of data collection and minor changes are needed.

The final evaluation will collect the final data for the project's key indicators. The indicators have been locally developed with a representation of the target beneficiaries in a participatory manner, using the approach of ‘everyday peace indicators’. Indicators and targets were also validated by all civil society partners.

<table>
<thead>
<tr>
<th>Résultats</th>
<th>Please see table of indicators below (only available in French).</th>
<th>Sous indicateurs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicateurs</strong></td>
<td>% de variation sur le score de l'index global de paix (GPI) au début et à la fin du projet.</td>
<td>N/A</td>
</tr>
<tr>
<td>% de variation sur l'index d'inégalité genre (GII) du PNUD au début et à la fin du projet.</td>
<td>N/A</td>
<td></td>
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</tbody>
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7 For more information, please go to http://www.hcri.manchester.ac.uk/research/research-projects/everyday-peace-indicators/
<table>
<thead>
<tr>
<th>Grands Lacs en Afrique</th>
<th>% de variation du revenu des femmes bénéficiaires d'ici la fin du projet.</th>
<th>% des femmes enquêtées qui soulignent recourir au professionnel de santé comme résultat de leur activité économique en cas de maladie d'un membre de la famille</th>
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<tbody>
<tr>
<td></td>
<td>% des enfants scolarisés des femmes enquêtées comme résultat de leur activité économique</td>
<td>Augmentation du capital des femmes enquêtées</td>
</tr>
<tr>
<td></td>
<td>% de variation des femmes dans les postes de prise de décision au niveau local, provincial, et national d'ici la fin du projet.</td>
<td>% des femmes dans des postes décisionnels au niveau local dans les institutions politico-administratives au Nord et Sud Kivu</td>
</tr>
<tr>
<td></td>
<td>% des femmes dans des postes décisionnels au niveau provincial dans les institutions politico-administratives au Nord et Sud Kivu</td>
<td>% des femmes dans l'Assemblée Nationale, le Senat et le Gouvernement National de la RDC</td>
</tr>
<tr>
<td></td>
<td>% des rôles du genre plus équitable d'après les bancaires d'ici la fin du projet.</td>
<td>% des femmes qui ont besoin d'autorisation familiale pour se déplacer</td>
</tr>
<tr>
<td></td>
<td>% de travaux ménagers partagés entre les femmes/filles et les hommes/garçons</td>
<td>% de décisions sur les questions clés d'utilisation des revenus dans le ménage qui sont prises seulement par les hommes</td>
</tr>
<tr>
<td></td>
<td>% des hommes qui acceptent que la femme peut gagner plus que lui dans le ménage</td>
<td>% des personnes enquêtées qui pensent qu'un homme a le droit de frapper sa femme pour au moins une des raisons suivantes: refuser le sexe, bruler le repas, se déplacer sans l'autorisation, gagner plus que lui ou dépenser l'argent sans chercher l'aval de son époux.</td>
</tr>
<tr>
<td></td>
<td>% de variation sur le niveau de confiance auprès des bénéficiaires issus des différents groupes ethniques d'ici la fin du projet.</td>
<td>% des membres des groupes de dialogue communautaire qui déclarent avoir un haut niveau de confiance avec des différents groupes ethniques</td>
</tr>
<tr>
<td></td>
<td>% des membres des groupes de dialogue communautaire qui déclarent pouvoir marier leurs filles ou fils avec des différents groupes ethniques</td>
<td>% des femmes petites commerçantes transfrontalières qui déclarent avoir invitée des femmes commerçantes du pays voisin dans la dernière cérémonie de fête dans leur famille</td>
</tr>
<tr>
<td></td>
<td>% des femmes petites commerçantes transfrontalières qui peuvent acheter des marchandises à crédit auprès des commerçants de l'autre côté de la frontière</td>
<td>% des femmes petites commerçantes transfrontalières qui se sentent à l'aise quand elles traversent de l'autre côté de la frontière</td>
</tr>
<tr>
<td></td>
<td>% des personnes enquêtées qui pensent qu'un homme a le droit de frapper sa femme pour au moins une des raisons suivantes: refuser le sexe, bruler le repas, se déplacer sans l'autorisation, gagner plus que lui ou dépenser l'argent sans chercher l'aval de son époux.</td>
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</tr>
<tr>
<td>Résultat 2: Les femmes ciblées au Nord et Sud Kivu et dans les zones frontalières ont accès à plus des ressources économiques et aux compétences pour les utiliser d'ici la fin du projet.</td>
<td>% des femmes petites commerçantes transfrontalières qui rapportent avoir amélioré leurs relations avec les agents frontaliers d'ici la fin du projet.</td>
<td>N/A</td>
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<tr>
<td></td>
<td># de coopératives/associations de commerçantes créées ou renforcées pendant le projet</td>
<td>N/A</td>
</tr>
<tr>
<td>Résultat 3: La participation des femmes à la vie civique et politique au Nord et Sud Kivu ainsi que dans les zones transfrontalières a augmenté et est plus efficace d'ici la fin du projet</td>
<td># des étudiants universitaires ciblés par le projet qui prennent une position de leadership d'ici la fin du projet</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td># politiques élaborées ou actions politiques/administratives prises au niveau provincial, national ou régional influencées par les campagnes et actions de plaidoyer</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>% des femmes cibles qui soulignent une participation accrue et efficace.</td>
<td>% de femmes membres des groupes de dialogue qui ont pris part dans des réunions de famille, communautaires, associatives, politiques ou de l'église dans les dernières 12 mois</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% de femmes membres des groupes de dialogue qui ont pris la parole dans des réunions de famille, communautaires, associatives, politiques ou de l'église dans les dernières 12 mois</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% de femmes membres des groupes de dialogue dont leur avis a été pris en compte dans des réunions de famille, communautaires, associatives, politiques ou de l'église dans les dernières 12 mois</td>
</tr>
<tr>
<td>Résultat 4: Augmentation du niveau de la confiance et une meilleure collaboration sur l'autonomisation et la participation politique des femmes en RDC et dans la région des Grands Lacs d'ici la fin du projet</td>
<td>Nombre de membres (ou organisations) dans des plateformes d'échanges transfrontaliers d'ici la fin du projet</td>
<td>Plateforme Goma/Gisenyi</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Plateforme Bukavu/Cyangugu</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Plateforme Uvira/Gatumba</td>
</tr>
<tr>
<td></td>
<td># d'événements de dialogue soutenus par le projet impliquant des participants de plusieurs pays des Grands Lacs</td>
<td>N/A</td>
</tr>
</tbody>
</table>
(*) Please note that data for the indicators highlighted in red doesn’t need to be collected during the final evaluation, as they will be collected by other studies or directly by the project team.

(**) Please note that the quantitative survey will also collect some general data, such as estimates of household incomes.

The methodology will follow the following steps:

**Preparatory phase:** Key documents of the project will be submitted to the consultant (project documents, annual reports, mid-term evaluation, baseline data etc.), together with draft questionnaires for the quantitative surveys (for different target groups there would be small differences), interviews and focus groups discussions, which incorporate the different sub-indicators and questions referred to above. The consultant will:

- Do a desk review of all documentation
- Prepare a work plan jointly with the project team, including a contingency plan in case certain areas cannot be accessed.
- Finalise methodology of the study, including but not limited to the finalisation of the sample size, the development of the questionnaires for the focus group discussions and qualitative interviews and the finalization of the questionnaires for the quantitative survey. A data coding and entry system was proposed and trialled during the mid-term evaluation and will be followed during the final evaluation.

**Field work.** Field work will take place in North Kivu and South Kivu (DRC) and in the cross-border areas with Rwanda and Burundi (Gatumba, Gisenyi and Kamembe). During the field work, and with the support of the project team and the civil society partners, the consultant will:

- Train data collectors (Please note that data collectors will be directly selected and hired by Alert from a pool of candidates that we have used for research studies in the past). The training should be on the questionnaire itself, but also on gender, to make sure that key concepts and ethical considerations are well understood by all data collectors.
- Field test the questionnaire with the different target groups
- Supervise data collection – please note that the project team will support with supervision of quantitative data collection. This will be collected with tablets already purchased (there will be 16 tablets available) by the team and through a KoBo Toolbox quantitative data collection system already in place in the project.
- Supervise data entry

**Data analysis,** in collaboration with the data collection team and the project team. This data analysis should also include an analysis of any contradictions that arise between the qualitative and quantitative data that has been collected. It is expected that all data will be triangulated and where any such contradictions arise, they are explored and hypotheses offered as to why such contradictions might exist.

**Draft report**
**Final report**, taking into consideration two rounds of comments from the project team and partners. Creative ways to present the findings would be encouraged, such as using audiovisual support.

The project team, including the project manager, the project officers, a monitoring and evaluation officer, and the London-based gender team, would accompany the consultant throughout the implementation of all these tasks. The consultant will be supervised by the project manager.

4. Timeframe

The final evaluation will take place during the months of December 2017 – April 2018, with field work preferably taking place in February. The consultant will submit a work plan and specific dates will be agreed at the beginning of the consultancy.

A draft report will be submitted at the end of data collection and International Alert will have a maximum of 4 weeks to submit two rounds of comments on the report. The final report must take into consideration the comments made by the project team.

5. Final report

The final report will be written in French and will be maximum 35 pages long (without the annexes). It must include the following sections:

**Executive summary** (max. 5 pages)
- Introduction
- Context (description of the project and the areas where it is implemented)
- Objectives of the final evaluation
- Methodology and limits to the methodology
- Analysis of the main results (per evaluation criteria)
- An updated project monitoring and evaluation matrix with a summary of each indicator's end of project data
- Analysis of the main results (per indicator)
- Analysis of any risks or vulnerabilities that are important to take account of in future projects. Propose strategies for mitigating against these risks and lessons learnt through Tushiriki Wote in this regard.
- Analysis of opportunities for strengthening the impact of the project that could be used to develop future projects or for advocacy purposes.
- Conclusions and recommendations
- Minimum 3 case studies
6. Requirements

We are looking for a consultant (or a consultancy firm) which lives up to the following requirements:

- MA University degree in relevant field (gender studies, political science, anthropology, international relations, development studies)
- At least 5 years of progressively relevant professional working experience in the field of gender, development and/or peacebuilding, and proven experience in conducting quantitative and qualitative research, and specifically conducting baseline studies or evaluations
- Experience with quantitative data analysis software, or possibility to subcontract work
- Excellent working knowledge of French and English (as documentation will be in both languages), and excellent writing skills in French. The knowledge of Kiswahili will be considered a benefit
- Excellent report writing skills
- Knowledge of the socio-cultural, economic and political context of the Democratic Republic of Congo (DRC) and the Great Lakes region, and in particular gender relations
- Knowledge and experience of gender sensitive approaches, including conducting baseline studies or evaluations on gender issues

7. Terms and Conditions of Solicitation

Consultants who meet the requirements should submit a maximum of 10 pages expression of interest, which should include the following:

- A suitability statement, including commitment to availability for the entire assignment
- Updated curriculum vitae of the consultant or team of consultants that clearly spells out qualifications and experience
- A brief statement on the proposed study methodology, including a draft work plan
- A financial proposal containing a proposed daily fee. Please note that Alert will provide flight to/from DRC, a per diem as per Alert DRC per diem policy, all local transport in DRC, Rwanda and Burundi, accommodation, and other research field costs (such as room hire for data collectors training and FGD, paying data collectors and covering transport for participants of FGD).
- 3 references from organizations that have contracted the consultant proving ability to carry out an evaluation
- One or two previous reports written by him/herself

The expression of interest should be sent to Lucy Williams (lwilliams@international-alert.org), copying Jerry Iyanya Witantayi (jiyanyawitandayi@international-alert.org) no later than 12 November 2017. Candidates are invited to submit proposals in either French or English.